



FAMILY INVESTMENT
ADULT, CHILD & FAMILY SERVICES
PERFORMANCE QUALITY IMPROVEMENT
CHILD SUPPORT
ADMINISTRATION

GOING ABOVE AND BEYOND FOR OUR

Community

Washington County Department of Social Services

MISSION

We serve people, promote self-reliance, and provide safety by delivering quality services and developing community partnerships.

VISION

We envision Washington County as a community where people are responsible, self-reliant, economically secure, and safe from abuse and neglect.

VALUES

In all of our interactions with employees, clients, and stakeholders, we will be guided by the following values:

Human Dignity

Respect

Compassion

Teamwork (Collaboration)

Communication

Quality of Services

Integrity

GOALS

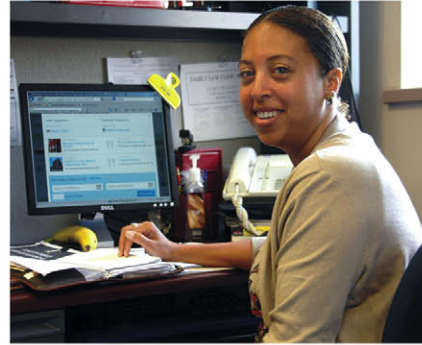
To deliver innovative, respectful customer service and to inform customers/clients about additional, helpful community resources.

To recruit, develop, and retain an outstanding workforce.

To work with community partners to plan, evaluate and collaborate on the effective delivery of human services in Washington County.

To promote public awareness of the agency's mission and services.





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THE PAST YEAR HAS
BEEN MARKED BY
continued
PROGRESS IN OUR
commitment
TO
community

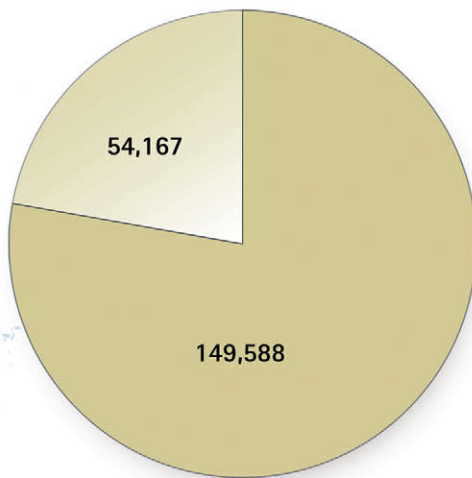
Message from the Director

I T IS WITH GREAT PLEASURE THAT I PRESENT THE 2014 ANNUAL REPORT. The past year has been marked by continued progress in our commitment to community. This commitment goes beyond providing county residents with quality services that enable a safe, healthy, basic standard of living. It means working as a team with community partners toward common goals, and developing creative and responsive services, which allow county residents to be safe and reach their full potential. We embrace strategic planning and performance quality improvement as the primary means to reach our goals.

Fiscal Year 2014 has been another record-setting year for our clients and staff. The national recession has continued to depress job opportunities and recovery for the needy families of Washington County. Our local unemployment rate exceeded the state and national rates, hovering around seven percent throughout the year. A record 31 percent of Washington County residents received some level of assistance from our agency. Eight hundred ninety-seven more families received Food Stamps than in FY'13 (eight percent). The number of Medicaid cases increased three percent to 14,646. Altogether, the Department took more than 26,000 applications from county residents with poverty-related needs. Child Support collections fell \$82,000 from the previous year's level. Thankfully, both adult and child protective services reports declined.

Despite an array of obstacles, our outstanding staff achieved many noteworthy accomplishments described in the following pages of this report. Particularly encouraging was the continued success of our Family Centered casework which helped to safely maintain 97 percent of our at-risk children in family or kinship placements.

COUNTY RESIDENTS SERVED BY WCDSS Fiscal Year 2014



- Total County Residents
- Individuals Served By All Programs

Family Investment (FI) staff worked with a private non-profit organization, “Healthy Howard,” to implement the Affordable Care Act (ACA) in our county. ACA featured expansion of Medicaid eligibility limits and affordable private insurance for those over the Medicaid income scale. Throughout FY’14, FI staff exceeded the 96 percent application timeline compliance standard.

In FY’13, we reorganized our child welfare services into “blended teams.” Each team is composed of child protection, family services, and foster care staff combined under a single supervisor. The goals of the reorganization included reduced recidivism rates, a decrease in the foster care length of stay, and increased permanency and adoptions. We are pleased that entries into foster care dropped 24 percent, and our foster care caseload (now termed Out-of-Home Care) dropped 21 percent to 154 youth, the fewest ever! We believe that the synergy of blended teams was in part responsible for these welcomed results.

A highlight of FY’14 was our reaccreditation by the Council of Accreditation (COA). Washington County Department of Social Services was expedited through the Pre-Commission Review Report (PCR) process as a result of not receiving any out of



Martha K. West, Executive Assistant

compliance ratings in any of the fundamental practice standards. In his notification letter, Richard Klarberg, the President and CEO of the Council on Accreditation stated, “Congratulations on this amazing achievement.”

The Department’s successful performance in FY’14 is a direct result of the tireless efforts of Karen J. Christof, *Assistant Director for Adult, Child, and Family Services*; Rosalind A. Martin, *Assistant Director for Family Investment*; L. Bruce Massey, *Assistant Director for Administration*; Barbara J. Moyer, *Assistant Director for Child Support Enforcement*; Martha K. West, *Executive Assistant*; and the Department’s supervisors, lead workers, and staff. With the support of our community partners, the Department of Human Resources, state, and local elected officials and the Board of Social Services, we will continue to build on our vision of a Washington County where all people are responsible, self-reliant, economically secure, and safe from abuse and neglect.

David A. Engle

David A. Engle, Director
Washington County Department of Social Services



Rosalind Martin
Assistant Director

Family Investment

Fiscal Year 2014 Accomplishments

- Placed 225 Temporary Cash Assistance (TCA) customers in unsubsidized employment with 135 employers at an average wage of \$9.03 per hour. Forty-eight TCA customers found employment at \$10 or more per hour.
- Served 223 TCA customers through our in-house JOBReady Center.
- Diverted 89 percent of TCA applicants from cash assistance through job placements, emergency assistance, Welfare Avoidance Grants, and referrals to community partners.
- Continued the Non-Custodial Parent Employment Program (NPEP). This program prepares non-custodial parents for employment through the job readiness program of the JOBReady Center to help them meet their child support obligations. Sixty-nine were scheduled for the JOBReady Center, 30 actively participated with 14 gaining employment at an average wage of \$9.01 per hour.
- Accepted over 26,556 applications from county residents with poverty-related needs and approved 16,512 applications for various assistance programs, including TCA.
- Granted an average of 27,706 households per month some form of financial or medical assistance.
- Reduced customer wait times by interviewing 7,098 customers through a new intake process designed to streamline how customers apply for Food Supplements, Medical Assistance, and Temporary Disability Assistance Program (TDAP) benefits.
- Services Access and Information Link (SAIL) was implemented in FY'09. Web-based, SAIL was developed as a strategy to increase FI customers access to apply for benefits. In FY'14, 4,529 applications were received electronically, a 14 percent decrease from FY'13.
- Met or exceeded 96 percent performance measure set by DHR for all programs for FY'14.
- Received four "Golden Fork" awards for Food Stamp accuracy.
- Fifteen TCA recipients participated in the Work Experience/Internship Program during FY'14. One of those was placed at WCDSS in the Customer Service/Clerical Support Unit. Thirteen various sites were utilized in Washington County including Food Resources, REACH, Head Start, Salvation Army, Meritus Hospital, Comunidad Latina, Board of Education, and Hagerstown Housing Authority. Participants gained experience and work skills to make themselves more marketable. Three found employment with an average hourly rate of \$12.07.
- Hosted an average of nine former TCA customers at our after-hours, off-site, *Work-It-Out* quarterly workshop for newly employed TCA customers, and provided licensed childcare for a average of 14 children.
- Helped two former TCA customers purchase automobiles through the Vehicles for Change program.
- Continued two Job Opportunity Bus Shuttles (JOBS) to assist low-income households with transportation to and from work and childcare facilities. Each month, an average of 20 riders were served, with an average of 370 trips scheduled.
- Continued the free Hopewell Express transportation program in conjunction with Community Action Council to assist individuals who are seeking employment or who are already working at distribution facilities in the Hunters Green Business Center. Located north of Interstate 70, along Hopewell Road and Route 63, the Business Center is home to over 20 businesses and distribution centers. The Express operates from downtown Hagerstown on a first-come, first-serve basis. During FY'14, there was a monthly average of 79 riders per day.

WELFARE REFORM IN WASHINGTON COUNTY

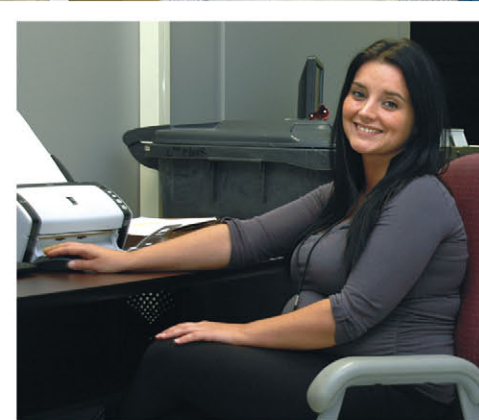
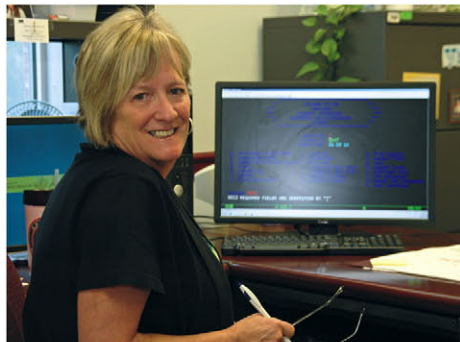
In FY'14, there was a monthly average of 700 open TCA cases representing an average of 1,784 adults and children. Despite a local unemployment rate of 7.1 percent, 225 out of work, mandatory applicants found employment either through the benefit of a diversion program or on their own. One TCA participant gained full-time employment with the State of Maryland as a Family Investment (FI) Aide at WCDSS.

JOBReady Center

Specialized case managers in the in-house employment readiness center assess needy families with children applying for TCA for immediate and long-term needs. Barriers to successful employment are examined, skills and experience evaluated, and individual plans of action are developed to assist customers overcome challenges. In addition, diversion programs such as job readiness funds, Welfare Avoidance Grants (WAGs), and Emergency Assistance to Families with Children (EAFIC) are offered as alternatives to cash assistance. Applicants not able to find immediate employment must attend job readiness classes where a job coach helps them focus on job search techniques. The job coach maintains an important link with area employers and often matches applicants with prospective employers. Support services offered to TCA customers include job readiness funds to purchase work-related items, bus vouchers, taxi rides, and other individualized services including counseling sessions with a licensed psychologist. Bus vouchers are available for TCA customers who have access to the County Commuter in order to pursue work and travel

to and from employment and childcare. Over 50 bus vouchers are dispersed each month.

The *JOBReady* Center processed 2,580 TCA applications in FY'14. While most were diverted, we implemented paid and unpaid work experience and internship programs to help people find employment. In FY'14 there was one paid internship at WCDSS. When TCA customers become successfully employed, retention services are offered for one full year to assist the family move toward financial growth and security. The Food Supplement program remains at the same rate as previous to employment for five months to ease the transition from welfare and to supplement food budgets. Childcare subsidies are available to supplement payments to childcare providers.





COMMUNITY PARTNERS

Family Investment staff diligently pursues work and training programs for TCA customers in partnership with the following community organizations:

Department of Labor, Licensing and Regulation (DLLR)—Provides job and career information and resources. The Workforce Exchange allows our customers to search for current job openings in the community, create multiple resumes to use to apply online for jobs, research careers that are expected to be in high demand, file for unemployment insurance, and find occupational training programs.

Department of Rehabilitative Services (DORS)—Guides individuals with disabilities to employment and independent living. Works with disabled customers to help file for social security disability, provides case management, assessment, and supportive services.

Family Center—Expectant parents and families with children under the age of four are referred to the agency's Family Support Center for job readiness and other skills training including driver's education. Also, the *Dads' Connection* continues to offer opportunities geared toward employment services and family preservation.

Community Action Council (CAC)—Helps to provide TCA customers with additional services, including rental assistance and emergency funds. Coordinates and runs the Hopewell Express.

Hagerstown Housing Authority—Assists TCA customers living in public housing through their Family Self-Sufficiency program and other subsidized housing programs.

CASA, Inc. (Citizens Assisting and Sheltering the Abused)—Provides counseling and other related services to TCA customers identifying domestic violence as a barrier to employment. Served 261 TCA customers during FY'14.

County Commuter—Operates our JOBS Shuttle and provides discounted bus vouchers to assist TCA customers without transportation to search for jobs and get to and from work. Transported an average of 20 riders each month.

Washington County Health Department—Two on-site Health Department substance abuse specialists screened 1,741 TCA and Food Supplement program applicants and recipients for substance abuse and provided opportunities to participate in Health Department treatment and recovery programs.

Western Maryland Consortium—Provides training and work experience opportunities to TCA applicants and recipients through the *Workforce Investment Act*.

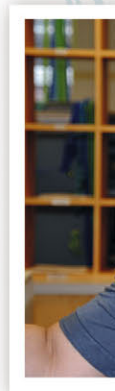
Washington County Housing Authority—Works with WCDSS to station county employees in the agency to ensure that TCA customers achieve employment success. The agency's highly successful diversion achievements are directly related to this cooperative effort.

Head Start of Washington County—Provides pre-school education programs to our TCA families with children.

Alliance for Parent, Provider and Local Employer Solutions (APPLES for Children, Inc.)—Provides TCA customers with individualized referrals to local child care providers.

Horizon Goodwill Industries, Inc. (HGI)—Believes in the power of work to strengthen disadvantaged individuals and to transform lives. They assist people with barriers to employment to be able to choose rewarding employment, achieve financial security, and build careers and lives for themselves and their families.

Hamilton Nissan—Volunteered to assist our customers who purchase vehicles through the Vehicles for Change program by offering them free oil changes, car washes, tire rotations, and inspections for as long as they own their vehicles. In FY'14, one customer received a certificate to participate in Hamilton's Dealership for Life program.



RETENTION SERVICES

Efforts to enhance employment are continued for up to one year by providing the opportunity for employed TCA customers to meet regularly with their peers and case managers. Many obstacles are identified and remedied before employment is jeopardized.

- **Work-It-Out Program** — Four quarterly workshops were held at Otterbein United Methodist Church for employed TCA customers to discuss issues surrounding employment and family. Topics range from childcare to budgeting. On-site childcare and refreshments are provided. In FY'14, 35 TCA customers were served, along with 54 of their children.
- **Work Central Hotline** — Former TCA customers are contacted weekly by a hotline representative to discuss problems that could interfere with being employed. The representative makes referrals and connects customers with community resources that can help to maintain employment. In FY'14, 983 contacts were made to TCA customers.

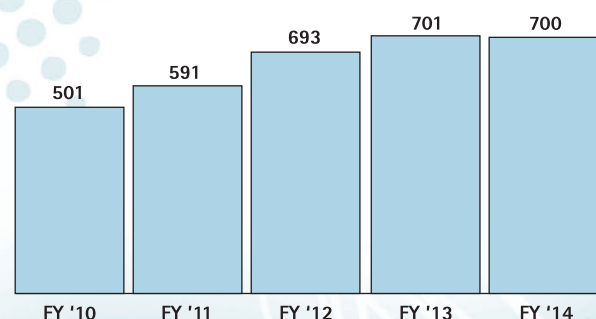


FAMILY INVESTMENT (FI) PROGRAMS

FI administers the state and federally funded programs described below. Eligibility for each program varies and is determined by financial and technical requirements. Technical factors include criteria such as age, household composition, employment status, and shelter costs. Each applicant is required to provide the needed information and verification before eligibility can be determined.

Temporary Cash Assistance (TCA)— *(Replaced the Aid to Families with Dependent Children (AFDC) program in state law.)* Temporarily provides for children in need and their caretaker relatives. Those who are employable are included on the grant and must find employment. Most adult participants can only receive benefits for five years. The average family of three unable to support themselves in FY'14 received a \$624 grant each month.

TEMPORARY CASH ASSISTANCE CASELOAD
AVERAGE PAID CASES PER MONTH
FY 2010 thru 2014





Work Opportunities Program — Maryland's welfare-to-work program helps TCA customers move from welfare dependency to self-sufficiency through employment. The program focuses on all non-exempt customers with children. Customers are assessed and a personal work plan is developed for each adult customer to identify needs and establish a course of action to obtain employment and self-sufficiency. Customers receive short-term vocational classes to prepare for job placement.

Welfare Avoidance Grant (WAG) — Cash assistance to avoid the need for TCA and/or other benefits. Payment is made on behalf of a family with children for immediate and limited work-related needs. This is not an entitlement program. Funding is limited and can only be used for needs directly related to obtaining or maintaining employment, such as vehicle repairs and job-related equipment. Persons who receive a WAG cannot receive TCA benefits for a specified time period. In FY'14, 16 households received WAGs.



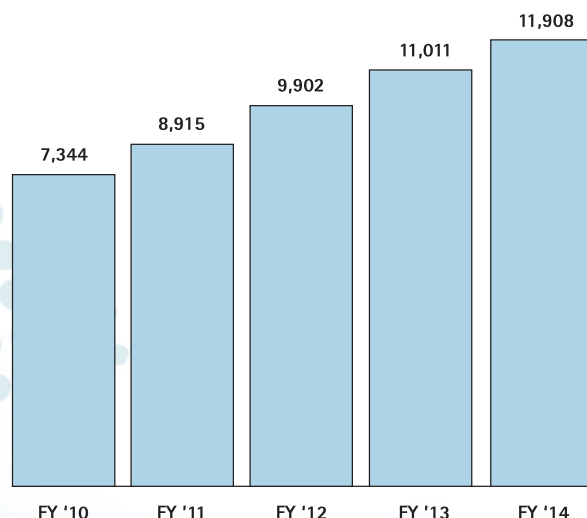
Public Assistance to Adults (PAA) —

Provides help for adults in need of protective and supportive living arrangements in order to reside in the community. PAA provides a monthly payment of state funds to aged, blind, or disabled individuals who have been certified for assisted living, a care home or a Department of Health and Mental Hygiene (DHMH) rehabilitative residence, and have allowable needs in excess of their total income. An average of 83 customers received PAA each month in FY'14.

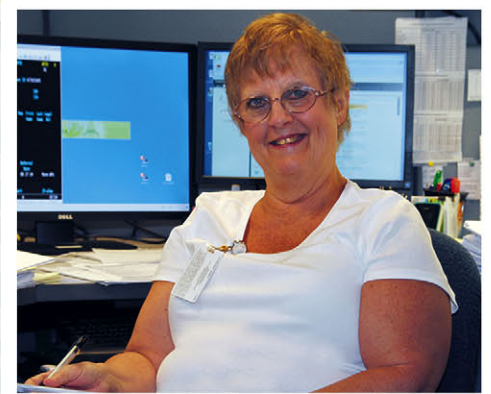
Food Supplement Program — Supplements a household's food budget by providing benefits to Washington County residents with income too low to provide their families with basic nutrition. Monthly allotments are used to purchase food items only. A monthly average of 11,908 households received food stamps in FY'14. On the average, these needy families spend \$2,882,000 each month at food stores in Washington County.

FOOD SUPPLEMENT CASELOAD AVERAGE PAID CASES PER MONTH

FY 2010 thru 2014

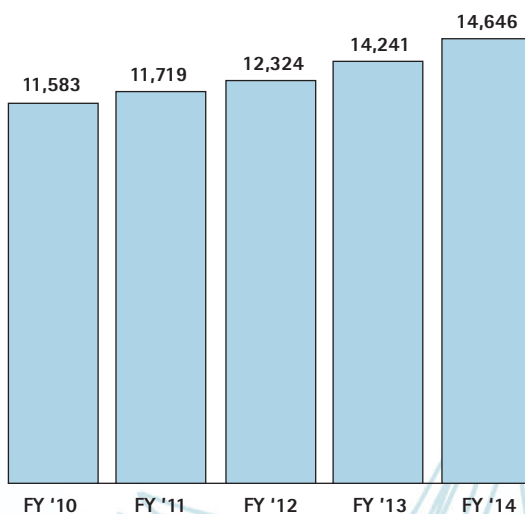


Medical Assistance (Medicaid)—Addresses immediate and long-term health care needs by providing funding for a broad range of health care services to the community. In Maryland, the Department of Human Resources' staff determines clients' Medicaid eligibility, and the Department of Health and Mental Hygiene is responsible for policy development and fiscal management. Medicaid programs assist eligible residents of all ages. Groups automatically eligible for coverage include SSI recipients and certain TCA, PAA, and institutionalized individuals. Low-income single adults and childless couples, between the ages of 21 and 64, are now offered government subsidized health insurance through Affordable Health Care. Qualified Health Plan Coverage (QHP) is now available for households whose income exceeds Medicaid standards. Maryland continues to use the managed care approach to providing health care to most of the Medicaid population. Recent initiatives



MEDICAL ASSISTANCE CASELOAD AVERAGE PAID CASES PER MONTH

FY 2010 thru 2014



have expanded the Maryland Children's Health Program (MCHP) that provides medical coverage to individuals under the age of 19 and pregnant women with family income below 200 percent of the federal poverty level. The medical needs of individuals in nursing homes and rehabilitation facilities continue to be addressed by Medicaid. An initiative, the waiver for older adults, offering assistance to individuals in certain assisted living situations continued in FY'14. Special outreach programs continue to encourage eligible individuals to participate in the Qualified Medicare Beneficiary (QMB) and Special Low-income Medicare Beneficiaries (SLMB) programs. These programs help Medicare recipients with premiums, co-payments, and deductibles. An estimated \$268,200,027 was spent in Washington County by the Medical Assistance program during FY'14. A monthly average of 14,646 households received medical assistance in FY'14.



Electronic Benefit Transfer System (EBTS) —

Used to issue cash and food stamp benefits through automated teller machines and point-of-sale machines. Individuals are able to access benefits using an *Independence Card* encoded with information on a magnetic strip. EBT cards are now mailed to customers. In FY'14, 144 homeless customers received locally issued cards.

Temporary Disability Assistance Program (TDAP) —

A state-funded entitlement program for needy, disabled adults without children who are ineligible for other forms of public assistance. A temporary benefit of \$185 per month is paid to eligible individuals until their conditions improve or they become eligible for long-term federal disability benefits. Limited medical and supportive services are also provided. A recipient whose disability is based on substance abuse is required to have a representative payee. A monthly average of 369 households received TDAP in FY'14.

Child Care Subsidy (CCS) — An income-based subsidy program to assist low-income families with the payment of child care expenses. Families are assessed a co-payment based on factors such as income, type of care, and age of child. A major eligibility factor requires that any adult in the household participate in an approved activity such as employment, training, or education. In FY'14, 250 families received assistance with their child care costs with a total distribution for Washington County to be \$1,101,300. In comparison to 2013 year end showing 234 families were served with a total distribution of \$1,182,756. As of June 30, 2014, Washington County has 66 total cases on the wait list.

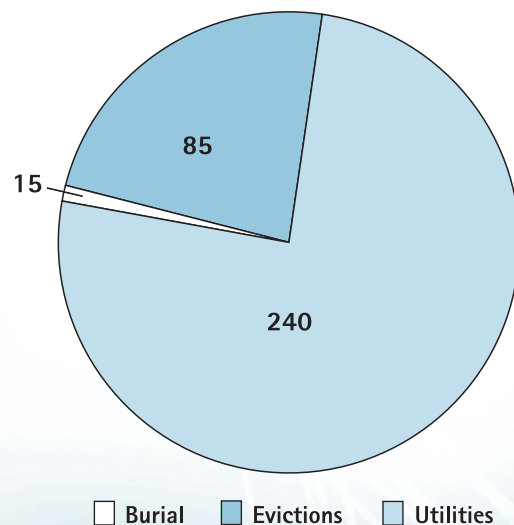
Emergency Assistance to Families with Children (EAF) —

Provides cash assistance payments to help families with children resolve a specific emergency such as an eviction, foreclosure, or utility cut-off. Burial assistance payments are limited to recipients of public assistance, SSI,



foster care children, or certain medical assistance recipients in nursing homes. Local policy defines eligible types of emergencies and determines the amount available for assistance. Funding is limited. The maximum allowable amount per household was \$300 every two years. The maximum amount paid for burial assistance is \$650. EAFC grants assisted 340 Washington County families in FY'14 for a total of \$75,717. Eviction prevention funds were provided to 85 households. Two hundred forty families received assistance with utilities and fifteen received burial grants.

EMERGENCY ASSISTANCE
Fiscal Year 2014





Karen Christof
Assistant Director

Adult, Child & Family Services

Fiscal Year 2014 Accomplishments

- Completed safety assessments for 1,494 families in Child Protective Services (CPS) including 3,316 children. Only 83 children or 2.5 percent required out-of-home placement.
- Twelve children in out-of-home placement achieved permanency through adoption services.
- Completed risk assessments for 252 vulnerable adults in Adult Protective Services.
- More than 500 adults remained safe and independent in the community as a result of adult service programs.
- Supported 34 pregnant or parenting high school students to remain enrolled in school. Assisted 22 young parents in obtaining their high school diplomas.
- Out-of-home placement for 141 children (67 percent) was averted as a result of Family Involvement Meetings (FIMs) concerning the safety of 210 children. FIMs were a planning tool for a total of 390 children.
- Continued implementation of the Fostering Connections grant through:
 - Family Finding for youth who are 14–21 years old and in out-of-home placements.
 - Kinship Navigator Program, a resource for relative caregivers who are providing care to children from their extended families.
- Generous Jurors Program continued to generate donations for foster children from local citizens selected for jury duty. This year's total donations were \$3,491.
- Collaborated with community partners from the Washington County Office of Community Grant Management, Washington County Mental Health Authority, and the Washington County Public Schools to develop the Washington County Alternative Response (AR) implementation plan.
- For the second year, the Family Center received a grant from the Barbara Bush Foundation for Family Literacy. The Center raised \$12,500 in matching funds to support its Literacy for Life program.

CHILD WELFARE INTAKE

Child Protective Service Intake (CPS Intake) —

Provides assessment services to children who are believed to be abused or neglected by their parents or caretakers with the goal of protection and intervention to improve family functioning.

In addition to launching two new initiatives, Alternative Response and Risk of Harm, Washington County Child Protective Services completed safety assessments for 1,494 families in Child Welfare including 3,316 children. Only 83 children or 2.5 percent required out-of-home placement.

Alternative Response (AR)

FY'14 was the first year for the Alternative Response Initiative. Alternative Response (AR) is a new approach for managing certain low risk reports of child abuse and neglect. Instead of a traditional “one size fits all” investigative approach that requires workers to treat all cases exactly the same way, Alternative Response allows workers to tailor their approach to best serve families.

This “investigation diversion” approach enhances customer engagement of needed services without minimizing the safety of the children in the household. Each child in an Alternative Response case continues to receive the same safety assessment services as children under traditional Child Protective Services (CPS). If needed, child welfare workers can immediately switch an Alternative Response case to an investigation should the need arise.

The three primary elements of Alternative Response are: engagement, assessment, and relevant linkages

to community supportive services. This process provides a sequential flow that allows the case to move from rapport to positive behavioral outcomes for the family. Of the 1,494 families in Child Protective Services serviced in FY'14, 672 families received the new Alternative Response approach.



Risk of Harm

New to child welfare in FY'14 was the Risk of Harm category. Risk of Harm cases are non-CPS services cases which include the following five categories:

Substance Exposed Newborns— This category is for newborns who had a positive toxicology screen for a controlled drug as evidenced by testing following birth. Child Welfare workers may provide parents with a safety assessment of the child as well as a care plan.

Substantial Risk of Sexual Abuse by Registered Child Sex Offenders— When information is received that a child sex offender is living with, or is in the regular presence of a child, a safety assessment may be completed for all children in that household.

Reports of Domestic Violence— If a report suggests that a child in a home has been placed at substantial risk of harm during a domestic violence incident, a safety assessment may be done on all the children in the household.

Caregiver Impairment— This response is provided when a caregiver's mental or emotional impairment skews his or her perception of the children which may result in alienating or withdrawing from the child or being unable to provide the child's care needs such as food, clothing, shelter, supervision, or a safe functional environment.

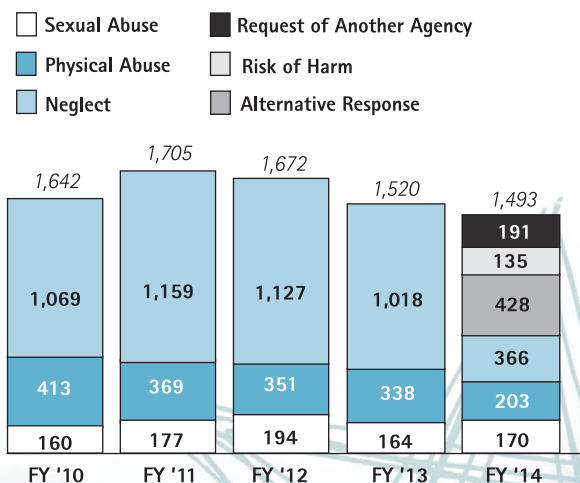
Previous Death or Serious Injury of a Child due to abuse or neglect

This category involves children who move into the home of, or are being cared for by, an individual previously found responsible for abuse or neglect that resulted in the death or serious injury of a child. In such instances, the Department will offer an assessment of the safety of children.

There were 135 families in Washington County that received this new type of case approach in FY'14.

CHILD PROTECTIVE SERVICE INTAKE

FY 2010 thru 2014





Community Partners

Strengthening community partnerships continues to be a priority. In FY'14, as a result of the strong community partnerships already in place, the following progress was made:

- *The Twenty-sixth Annual Child Abuse and Neglect Conference* was held with almost 400 community participants.
- In November, the *Safe Place 2013 Child Abuse Summit* featured Olga Trujillo, JD, international speaker and authority on Dissociative Identity Disorder, and childhood sexual trauma. Dr. Allison Jackson, MD, MPH, FAAP, Division Chief of Children's National Medical Center spoke about physical abuse indicators.

OUT-OF-HOME PLACEMENT and ADOPTIONS

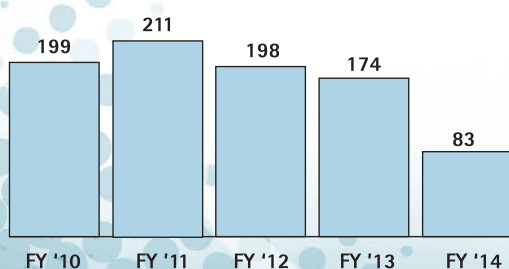
Out-of-Home Placement (OHP) services (*formerly Foster Care*) provides short-term, continuous support services to children who require removal from the home due to abuse, abandonment, neglect, or risk of serious harm. Depending on the child's needs, care is provided in an approved resource home, therapeutic foster family home, group home, or a residential treatment center. OHP staff provides and coordinates a wide range of services to the child in care, the child's family, and the resource parents to achieve a permanent placement plan for the child.

Adoption is one of the permanency options for children in OHP. Children who are under the Department's legal guardianship are placed with families in Washington County, or elsewhere in the state. Adoption staff supports children and families through the adoption process and beyond.

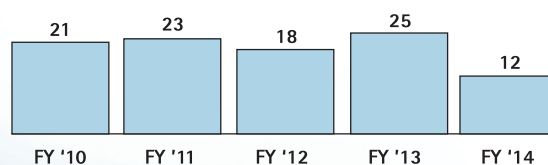
Currently 294 children who were locally adopted from the OHP system are receiving a monthly-subsidized adoption stipend. In addition, the Department sponsors a monthly adoption support group.

Specialized case management services are provided to older youth in OHP to help prepare them for the transition out of care. The John H. Chafee Independent Living Preparation (IL) program allows local departments to provide independent living preparation and after care services to youth aged 14 to 21 who are in OHP. At the end of FY'14, there were 77 youth in this age range receiving services. Services provided included case management, financial assistance, life skills programs, group independent living activities, recreational and social activities, individual and group therapy, and services to assist youth to transition into their own semi-independent or independent living arrangement. In addition to youth in out-of-home placements, the IL program also provided "enhanced aftercare services" for eight youth during FY'14. As of October 2013, youth are able to re-enter foster care through an "enhanced aftercare services agreement." The goal of enhanced aftercare is to provide former foster care youth with an opportunity to continue learning and practicing independent living skills while receiving services from the agency. This service is available to youth who exited Maryland's OHP care after age 18 but before age 20 years nine months. Within 30 days of entry into enhanced aftercare services, youth must engage in activities that will lead to employment, enrollment in higher education, or job training.

OUT-OF-HOME PLACEMENTS
FY 2010 thru 2014



FINALIZED ADOPTIONS
FY 2010 thru 2014



Nine youth graduated high school during the 2013-2014 school year. Ten youth are attending college or vocational training programs.

The Independent Living Skills group served over 27 youth during FY'14. The groups covered a variety of topics including an orientation to services specific to youth in OHP, health and hygiene, job readiness, relationships, housing, financial literacy, and employment. A total of 15 youth participated in the Summer Employment Program, with several individuals being offered potential permanent employment within their job sites as a result of exemplary work performance. Eight teens also participated in volunteer activities throughout the year such as providing day care for younger adopted children during parental support groups. In addition to the Life Skills program and services, youth have been serving as public speakers in a variety of settings, to communicate their experiences within the foster care system. Four teens attended a training provided by the Social Services Administration on Public Speaking for Youth in Care.

Youth were given multiple opportunities to attend youth conferences and trainings throughout the year that focused on Independent Living topics. WCDSS co-sponsored a *Youth Matter Conference* in June in collaboration with the Washington County Mental Health Authority, which served nearly 100 individuals, including youth and adult community members in an effort to increase awareness of transitional-aged teen issues. Additionally, one youth from Washington County attended a state-wide sponsored conference for transitional-aged youth at the University of Maryland Eastern Shore campus, where they participated in a variety of workshops and a youth banquet for teens in out-of-home care.

Voluntary Placement - The Department assessed 32 families for Voluntary Placement. Of those, eight were approved with the Department facilitating their placement. In addition, the Department successfully transitioned nine children from Voluntary Placement back to their parent's home, one to independence, and two were transferred to other counties. The Department is currently serving 13 children under the Voluntary Placement Program. The children placed into voluntary out-of-home care have such challenging mental health needs that their families are no longer able to maintain them in their homes. The Department

found appropriate placements for these children, but their parents retained custody and control of all the decision making and treatment choices for their children.

Out-of-Home (OOH) staff approved 18 new resource/adoptive homes in FY'14 for 86 approved homes by the end of the fiscal year. Foster homes are referred to as "Resource Homes" as part of the Family Centered Practice language. Almost all resource parents are dual licensed as both foster and adoptive parents. WCDSS continues in its goal to recruit resource homes for youth ages 14 and older. As of June 2014, 80 youth or 47 percent, of the children in OOH were in this age range. Currently, 15 youth, ages 14 to 21, are in WCDSS resource homes. Fifteen youth are placed in private treatment foster care homes.

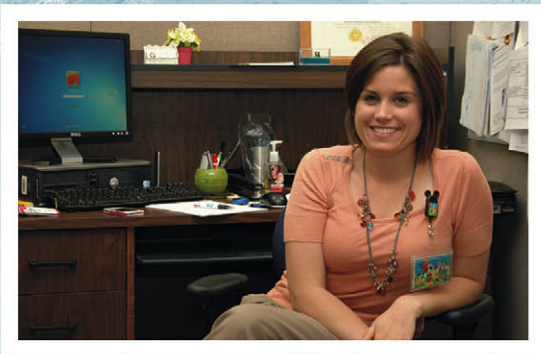
TRENDS

- Eighty-three children entered out-of-home placement in FY'14. This number is a 48 percent decrease from the 174 children entering care in FY'13. In FY'12 the number of children was 198.
- An average monthly OOH caseload dropped 21 percent in FY'14 to 154 children. The average monthly caseload in FY'13 was 194.
- Of the 88 cases closed, 77 cases or 88 percent had the following positive outcomes:
 - forty-eight children returned home to a parent;
 - custody or legal guardianship granted to relatives/caretakers of nine children;
 - twelve adoptions were finalized; and
 - eight youth who exited care between the ages of 18 to 20 years nine months received enhanced aftercare services.

FAMILY SERVICES

Family School Partnership Program—

In partnership with the Board of Education and County Commissioners, this supplemental student support program targets elementary school students who have problems with grades, attendance, and/or behavior. It also accepts referrals for family support. The program received 221 referrals resulting in 149 children receiving services. Of the targeted children referred to the program, 44 were referred for family



support, 40 for attendance, one for grades, 28 for behavior, and 108 for a combination. Families surveyed report they found the service helpful, would recommend it to others, and 100 percent reported increased knowledge of resources.

The Family School Partnership received \$62,790 in support from the Washington County Commissioners.

Family Involvement Meetings (FIMs)—The goals of Family Involvement Meetings are to improve outcomes for children and families through a collaborative approach to service delivery, increased support to child welfare staff, and engaging the larger community in child welfare decisions.

Family Involvement Meetings are convened around placement decision points in casework. These include initial removals of the child from the home, placement changes in out-of-home care, considered changes in the permanency plan prior to reunification, and youth transitional planning. In FY'14, 282 FIMs were held regarding the safety and well-being of 390 children. Shelter care of children was avoided for 141 children. FIMs are also convened for youth transitional planning. Every child in OHP, 16 years of age and older, participates in a yearly FIM. In FY'14, 50 transitional youth FIMs were held.

Services to Families with Children (SFC)—

The SFC program is a solution-focused, case management service that assists families in reducing the risk of child abuse and neglect. SFC is a voluntary program. The program focuses on crisis intervention services and on the parents' ability to provide care for their children. In FY'14, the program served 107 families.

Interagency Family Preservation (IFP)—

IFP is a short-term, time-limited, intensive, voluntary, in-home service that provides crisis intervention services to families where there is a potential risk of an out-of-home placement. Referrals can be received from the Department

of Juvenile Services, Board of Education, Health Department, mental health professionals, and from any internal program or service.

In FY'14, IFP assessed a total of 99 families for services and provided intensive services to 71 of those families. Forty-eight of the families served were referred by other WCDSS programs, 27 families were referred by community mental health programs, 11 families from the Department of Juvenile Services, and six families from the Board of Education. Twelve were referred from the medical community.

Consolidated In-Home Family Services—

Consolidated In-Home Family Services Programs are critical to the Place Matters initiative as they are designed to enable a child to remain safely at home while receiving intervention services. Consolidated In-Home Family Services workers carry a mixture of cases requiring various levels of service intensity as assigned by their supervisor. It is the expectation that the family will continue with the same worker throughout the service delivery to ensure a seamless service provision.

A referral for ongoing services can originate from a non-CPS assessment (self-referral, community, another local department or agency program), or from Child Protective Services Intake. During FY'14, consolidated services served 142 families.

Family Finding—Family Finding provides intensive search efforts that identify, assess, engage, and sustain family resources for youth who are in an out-of-home placements. The initial efforts have targeted youth with an Another Planned Permanent Living Arrangement (APPLA) permanency plan who do not have an identified permanent relative placement or supportive relationship to help plan for their exit from Maryland's child welfare system.

The Family Finder works closely with case management staff and is responsible for engaging and interviewing family members, reviewing case records, and conducting internet searches as a minimum standard for exploring all information that could potentially result in establishing lifelong connections.

Washington County was one of two counties in the State of Maryland to be awarded a three year federal grant as a pilot program for Family Finding. The goal of Family Finding is to identify at least 40 family members for each youth, in hopes of finding six to eight family members committed to becoming a life-long connection for the youth. Since implementation,

the Washington County Family Finding program has identified 903 family members and has engaged 446 family members for 35 foster youth. On the average, 25 family members were identified and 12 family members were engaged for each youth.

Kinship Navigator — In an effort to support and promote the safety and well-being of children in the State of Maryland, services and resources are offered to informal kinship caregivers. The caregiver's relationship with the child may be based on biological, adoption, marriage, or emotional connection. The Kinship Navigator can provide information and referral services as well as targeted case management.

The Kinship Navigator program has developed and disseminated a useful resource guide with up-to-date information on educational resources, medical services, entitlement programs, community resources, child care services, legal services, transportation, food banks, employment, and case management services. Twelve monthly support groups hosted at several locations in the local community were convened to provide support to informal caregivers. An Advisory Council made up of caregivers and other interested community stakeholders met three times to help define policy, recommend services, and guide our interventions. Direct services and case management were provided to five families.

The program was advertised on 12 billboards displayed throughout the county. The Kinship Navigator has attended several Family Involvement Meetings (FIMs) to help guide relatives when they first agree to provide care for a child to provide for a smooth transition. In addition, when families decide that changes in custody are needed for the children, the program has been able to help needy families pay for the court filing fees. There have been 30 families who have received financial assistance directly from the Kinship Navigator program. To date, the Kinship Navigator has guided over 200 families in some capacity or another.

Sunshine Center — The mission of Sunshine Center is to provide a safe and comfortable setting where families can maintain their relationships, resolve the issues that created the need for removal, and reduce trauma associated with out-of-home placement. The Sunshine Center has been in operation since July 6, 2011. Through the collaboration of community partners, WCDSS now offers families experiencing an out-of-home placement, a comfortable, home-

like environment in which to visit with children. In FY'14, 49 parents, 65 children, and 49 families were served at the Sunshine Center. Six children were returned home to a parent, three were adopted, and one found permanency through subsidized guardianship. Interns and volunteers continue to lend much needed support to Sunshine Center during the program year. A combination of college interns and community volunteers help to maintain Sunshine Center's clean, family-friendly atmosphere. Because of the support of volunteers, Sunshine Center also held its first field trip to Byron Park in Williamsport to see the lights and Christmas tree displays. Children and their families were excited at the opportunity to share this holiday tradition.

Financial support of Sunshine Center continues through the Generous Jurors program and community donations. During the program year, the Generous Jurors contributed \$3,491.

THE WASHINGTON COUNTY SAFE PLACE CHILD ADVOCACY CENTER

Safe Place, Washington County's Child Advocacy Center, provides a child-focused, facility-based program committed to reducing the trauma to children who have been physically and sexually abused. Law enforcement, prosecutors, child protective services social workers, mental health and medical professionals collaborate to provide timely investigations and therapeutic interventions. The Center follows a national model for children's advocacy centers.





During the past thirteen years, Safe Place has provided a safe, child-friendly environment where law enforcement, child protective services, prosecution, medical and mental health professionals can share information and develop effective, coordinated strategies sensitive to the needs of each unique case and child.

All services are located onsite, which benefits the children and families emotionally, physically, and mentally. By working together from the initial investigation through the disposition of the case, families better understand the criminal justice system and child protection systems. Safe Place is the only agency in the county offering this comprehensive approach to child abuse investigations. The Center is one of a few in the state to offer on-site forensic medical exams, therapy, and victim advocacy services to children and their non-offending family members.

Accomplishments

- Celebrated our 13th anniversary. Since Safe Place opened its doors in 2001, more than 7,200 children and family members have come to Safe Place for help.
- Served 861 children and family members, including 191 victims of child sexual abuse.
- Teamed with the organizers of the Hancock Walk Against Child Abuse to raise awareness and funds for the Center.
- Safe Place continues to be a stakeholder of the Washington County United Way.
- An increased focus on community awareness and advocacy to educate policy makers and the public about child abuse and the efficacy of the children's advocacy center intervention model.
- Received more than \$60,000 in funding through the Washington County Gaming Commission to pay for rental and cleaning costs.

- Accredited by the National Children's Alliance ensuring that abused children receive the highest quality care.
- Staff attended a number of best practice trainings to ensure that our professionals are equipped to deal with the aftermath of sexual and physical abuse trauma. Training included Child-First Forensic Interview Training, Parent Child Interaction Therapy (PCIT), and Victim Advocacy Training (Huntsville, AL model).
- New philanthropic partners who have joined us this year in implementing our mission to make Washington County safer and more secure by strengthening justice and healing for child abuse victims include: Manitowac Cranes, Inc., the Antietam Exchange Club, and the Community Foundation of Washington County.
- Increased our philanthropic partners who joined us in our mission to make Washington County safer and more secure, by strengthening justice and healing for victims.
- Friends of Safe Place sponsored the 8th Annual Evening of Comedy and Magic Show as well as a Bachelor and Silent Auction raising over \$10,000.

THE WASHINGTON COUNTY FAMILY CENTER

The Washington County Family Center provides a variety of services for expectant parents and families with children aged birth to four. Services are designed to empower families to become self-sufficient through personal achievement, education, and positive parenting. Services include on-site early childhood development, Adult Basic Education (ABE), General Equivalency Diploma (GED) instruction, External Diploma Program (EDP), high school credit classes, Family Literacy programs, employability services, health education services, parenting education, and transportation.

Through intensive education of more than one generation, the Center built on family strengths and provided the tools and support necessary to assist families in becoming stronger and more self-sufficient. Parents and children participate in a variety of literacy skill development activities while attending the Center. During FY'14, 122 adults and 111 children participated in activities that increased their literacy skills. During FY'14, the Family Center successfully raised over \$18,000 in local grants and donations to continue to provide literacy services to parents and children together.

The Dads' Connection program, co-located with the Family Center, continues to provide specifically designed services to fathers in Washington County. During FY'14 the Dads' program assisted 59 fathers in obtaining gainful employment and 29 of those jobs paid more than \$10 per hour. Dads' Connection also collaborated with several other community agencies to implement a Job Club for previously incarcerated fathers.

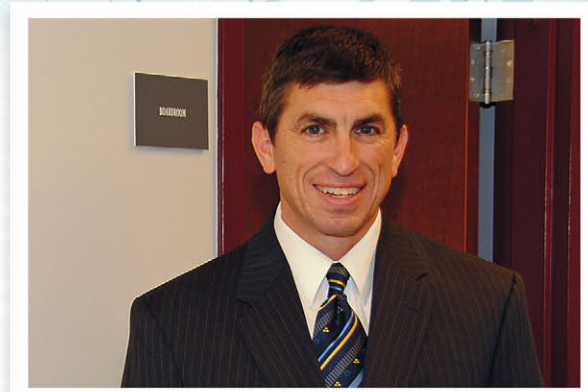
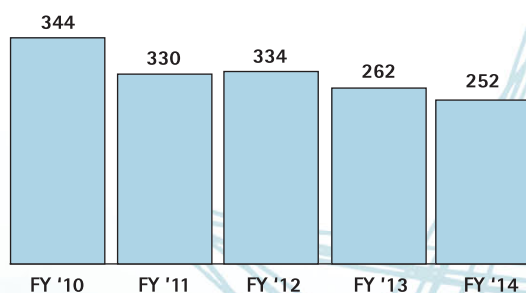
Accomplishments

- Provided services to 122 adults and 111 children in education, parenting, and child development.
- Served 83 individuals in education programs; 18 participants received their diploma through the high school credit program; four participants received a diploma through the External Diploma Program.
- Supported 34 pregnant or parenting high school students to remain enrolled in school.
- Supported, on average, 35 fathers each month in case management and job readiness activities.
- A 12 week Nurturing Parenting program was completed by 22 parents and a six-week Postive Parenting program was completed by 27 parents.

ADULT SERVICES UNIT

The Adult Services Unit provides a range of case management, foster care, and aide services including personal, respite care, and chore services to disabled adults aged 18 and older. All services are designed to assist vulnerable adults to meet their basic needs in the least restrictive settings consistent with their health and safety. Adult services are voluntary with the exception of Adult Protective Services.

**ADULT PROTECTIVE SERVICES
TOTAL INVESTIGATIONS**
FY 2010 thru 2014



Adult Protective Services (APS) —

Investigates reports of abuse, neglect, exploitation, or self-neglect of vulnerable adults. APS workers intervene to provide access to needed professional services for persons aged 18 and older who lack the capacity to provide for basic needs such as food, shelter, and medical care. Risk factors are identified and service plans developed to prevent further risk of harm to the adults. As a last resort, when adult clients are not capable of making decisions about their basic needs, APS may petition the court to appoint Guardians of the Person.

TRENDS and INVESTIGATION OUTCOMES

- Total Adult Protective Services investigations of abuse, neglect, exploitation, and self-neglect decreased by four percent from FY'13 to FY'14. The total number of investigations was 252.
- New APS investigations averaged 19 monthly. An average of one report per month was screened out of APS investigation during FY'14.
- Of the FY'14 APS reports, six percent were allegations of physical or sexual abuse, 29 percent neglect, 26 percent exploitation, and 39 percent self-neglect.
- Monthly Continuing APS caseload averaged 30, which is a decrease of 17 percent over FY'13.
- APS petitioned Circuit Court for guardians to be appointed for two disabled adults who were not capable of making decisions. Guardianships of persons over age 65 are transferred to the Washington County Commission on Aging after the adult's service needs are stabilized.
- Monthly Guardianship caseload averaged 24 during FY'14.

When risks are reduced but services are still needed, the vulnerable adult is referred to the Department's Social Services to Adults or Project Home programs.



Social Services to Adults (SSTA)— Assists persons aged 18 or older, without dependent minor children, who need help living as independently as possible. SSTA assists elderly and disabled adults to access financial, medical, social, psychological/psychiatric counseling, housing, and other services. Individuals aged 18 and older with incomes of less than 80 percent of state median income and liquid assets less than \$20,000 are eligible. During FY'14, a new case management model was implemented that assesses risk and safety issues, promotes client independence, and reduces waiting lists.

Accomplishments

- Provided ongoing case management services to a total of 370 adults.
- Managed an average monthly caseload of 145 aged adults.
- Managed an average monthly caseload of 74 non-aged adults.
- Assessed an average of 14 new cases for SSTA services each month.

Senior Care Case Management— Funded by the Washington County Commission on Aging, this service assists persons aged 65 or older who are moderately or severely disabled to live as

independently as possible. Services are limited to those who earn no more than 60 percent of the State median income and have assets that do not exceed \$11,000 per individual or \$14,000 per couple.

Services include assessment, planning, referral, advocacy, monitoring, and evaluation of customer needs. When the customer needs services such as personal care, chore service, medications, or day care, the case manager may be able to authorize the purchase of the necessary service with a special state discretionary budget referred to as gap-filling funds.

Accomplishments

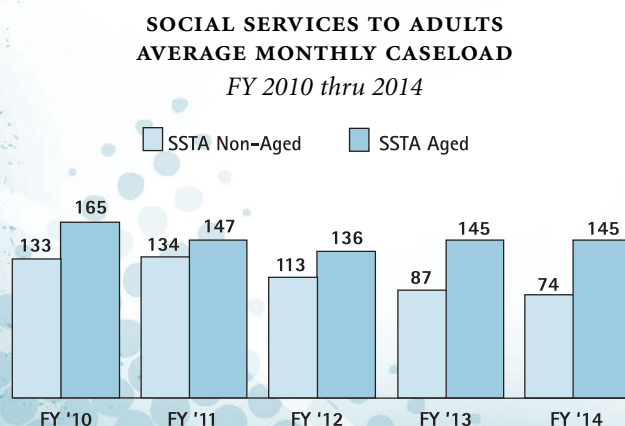
- Provided case management services to 86 older adults with a monthly average caseload of 60.
- Gap-filling direct services budget was \$131,294, which was an increase in funding from the previous year of \$319.

Adult Foster Care— Assists aged or disabled adults who are unable to live alone but do not require nursing home or hospital care. The program provides a moderately supervised adult foster care situation with the support and security of a family setting. Most of these adults have physical health problems that cause them to need assistance with some daily activities. Adult Foster Care providers furnish a safe and comfortable home with proper nutrition, transportation assistance, laundry, health care, and overall supervision. This program would not exist without the support of the Washington County Commissioners, as county funds support aged and disabled adults' foster care placements.

The project continues to recruit, assess, certify, and train providers. There is a need for more specialized adult foster care homes.

Accomplishments and Trends

- Washington County funded \$47,268 for the Foster Care for Adults Program that helped 25 individuals meet the total cost of their care.
- Provided an average supplemental monthly payment of \$328.
- Assisted an average of 12 individuals per month with County funds.



CERTIFIED ADULT RESIDENTIAL ENVIRONMENT (CARE)

Project Home Case Management— Commonly known as Project Home, CARE provides supervised housing where elderly and disabled adults receive room, board, personal care, and assistance with other daily activities. The goal is to deinstitutionalize or prevent hospitalization of chronically mentally ill and other disabled adults, including persons with Acquired Immune Deficiency Syndrome (AIDS).

Accomplishments and Trends

- A \$44,318 one-year grant from Housing and Urban Development (HUD) funded a case manager to assist homeless disabled adults to obtain placements in CARE Homes. A renewal of the grant will begin September 2014.
- Through a partnership with the Commission on Aging and the Mental Health Authority, 12 adults per month who needed more intensive foster care services received supplemental funding and case management.
- Project Home received 18 referrals for assisted living placements and placed eight disabled adults into CARE homes. The referrals came from the following sources: three from Meritus Medical Center, two from Adult Protective Services, one from SSTA, five from family, three from Commission on Aging, and four from other community sources.

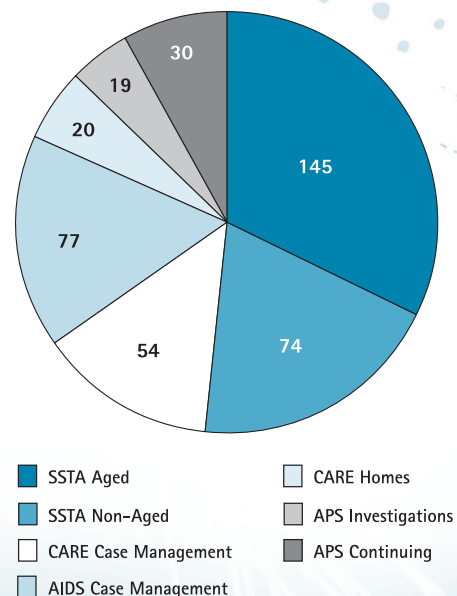
CARE Housing—Recruits, certifies, and trains persons to provide supportive shelter and home-like environments to adults who are chronically mentally ill or have other disabilities such as Alzheimer's disease or AIDS. A CARE home provides a protective living environment for the disabled adults who cannot live alone primarily due to mental or physical health problems. CARE providers must have the capacity to assist such adults, be financially stable, and pass criminal background investigations. The home must meet state CARE, fire, and health regulations.

Accomplishments and Trends

- The number of CARE homes averaged 20 per month in FY'14.
- The need for more specialized CARE homes continues to increase as elderly and disabled adults seek this type of adult foster care living arrangement.



ADULT SERVICES AVERAGE MONTHLY CASELOAD
Fiscal Year 2014



Adult, Child & Family Services



HIV/AIDS SERVICES

The goal of this service is to assist individuals who have AIDS and/or are HIV positive, along with their families and/or significant others, to live as independently as possible. Case management, education, and supportive services are provided, along with linking customers to appropriate community resources and financial supports to meet their needs. HIV/AIDS awareness seminars are presented to community groups and professionals.

Accomplishments

- Served 104 persons with HIV/AIDS and their families.
- Managed an average monthly caseload of 77 persons; a four percent increase from the FY'13 average.
- Utilized \$2,500 in community donated funds to assist persons with HIV/AIDS who had special needs.
- Utilized \$9,105 in *Project Home AIDS Emergency Funds* to assist persons with HIV/AIDS in crisis.

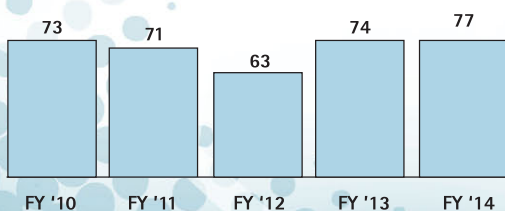
IN-HOME AIDE SERVICES (IHAS)

Adult Service In-Home Aides assist disabled adults with personal care, household chores, and transportation to needed services. Therapeutic services are aimed toward allowing persons to live in their own homes and to provide respite services to family members who are the primary caregivers. Increased service needs and cost of service resulted in fewer IHAS Purchase of Service clients being served in FY'14.

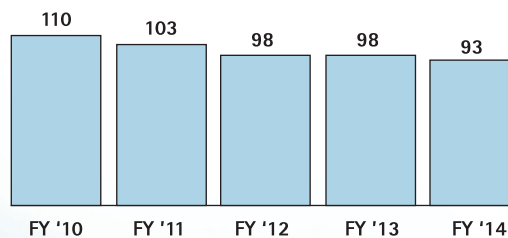
Accomplishments

- Served 155 disabled, aged, and non-aged adults.
- Served 106 disabled adults aged 65 and older.
- Served 49 disabled, non-aged adults 18 to 65.
- Managed an average monthly caseload of 93 disabled adults.
- IHAS Purchase of Service providers served 51 disabled adults.
- IHAS Purchase of Service providers managed an average monthly caseload of 30 disabled adults; a three percent decrease from FY'13.

**HIV/AIDS CASE MANAGEMENT
AVERAGE MONTHLY CASELOAD**
FY 2010 thru 2014



**IN-HOME AIDE SERVICES
AVERAGE MONTHLY CASELOAD**
FY 2010 thru 2014

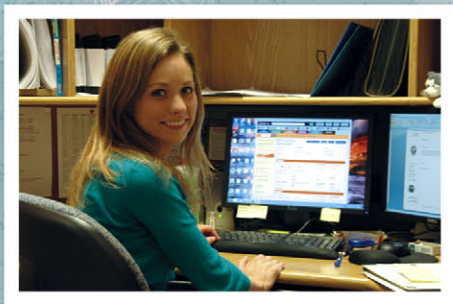


Child Support Fiscal Year 2014 Accomplishments



Barbara Moyer
Assistant Director

- The federal paternity goal of 90 percent was exceeded in FY'14, with paternity being established for 100 percent of the children born out-of-wedlock in the caseload.
- The federal court order goal of 80 percent was greatly exceeded in FY'14, with court orders established in over 88 percent of the caseload.
- Child Support has collected \$3,467,609 from non-custodial parents enrolled in the Non-Custodial Parent Employment Program (NPEP) since its inception in April 2006.
- Increased number of non-custodial parents referred to Dads' Connection through the Family Support Center for employment readiness to 27. Two non-custodial parents have become successfully employed in the last 6 months, and thirteen are still participating.
- Washington County implemented a joint project with the State's Attorney's Office to identify and refer the most egregious child support cases for criminal non-support prosecution. Since its inception in 2003, 226 cases of non-payment have resulted in collections exceeding \$215,715.
- Streamlined the receipting and collecting process by transporting payments to the financial institution designated by the State Disbursement Unit via courier service. This process has saved one hour of staff time per business day.
- Processed 664 modification requests to ensure that child support obligations are in line with the current economic situation and financial means of the parties.
- Held quarterly meetings to brief all agencies and individuals involved in the IV-D program on performance issues, concerns, and customer needs.
- Participated in Child Support Awareness month by displaying one banner on the Department of Social Services' building during the month of August. Distributed school supplies at community events. Strategically displayed glow-in-the-dark pinwheels in the City of Hagerstown to attract the attention of the community to the mission of Child Support. Recognized staff for their year-long dedication to establishing and collecting child support for families.



CHILD SUPPORT COLLECTIONS

This Child Support Division collected \$15,052,845 in child support and arrearage payments in FY'14. This total was the result of servicing approximately 6,011 cases.

The Child Support Program provides many services to our customers. However, the incentive goals are the primary outcomes of the program and are based on four federal performance indicators for State child support programs: paternity establishment; support order establishment; current collections; and arrearage collections. Achievement in these performance indicators ensure that federal audit standards are met and federal incentive money is increased for the State of Maryland.

NON-CUSTODIAL PARENT EMPLOYMENT PROGRAM (NPEP)

The Non-Custodial Parent Employment Program (NPEP) commenced April 1, 2006. An initiative of the Maryland Department of Human Resources, this program is a collaborative effort of several internal administrations, local departments of social services, and the University of Maryland School of Social Work. This program provides employment services and job readiness activities to non-custodial parents. Approximately 30 non-custodial parents per month actively participated in the program. Fourteen became successfully employed during the FY'14 program. Since the program was implemented in April 2006, \$3,467,609 has been collected from all the participants as child support payments.

DADS' CONNECTION

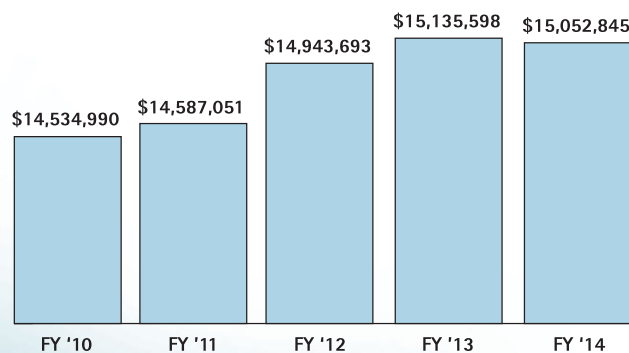
A program of the Washington County Department of Social Services and the Family Center, the Dads' Connection can help fathers with visitation mediation services, support fathers in building better relationships with their children, discuss nurturing their children

PERFORMANCE MEASURES

	FFY'13 7/13-9/13		FFY'14 10/13-12/13		FFY'14 1/14-3/14		FFY'14 4/14-6/14	
MEASURE	4th Qtr. Goal	4th Qtr. Actual	1st Qtr. Goal	1st Qtr. Actual	2nd Qtr. Goal	2nd Qtr. Actual	3rd Qtr. Goal	3rd Qtr. Actual
PATERNITY	115.84%	119.69%	101.18%	97.89%	107.69%	105.15%	114.20%	111.75%
COURT ORDER	89.80%	89.43%	89.34%	89.40%	89.70%	83.39%	90.06%	88.40%
COLLECTIONS	75.08%	73.39%	74.09%	73.81%	74.19%	73.06%	74.29%	73.65%
ARREARS	75.02%	74.77%	44.51%	52.68%	55.02%	64.38%	65.44%	71.34%

* Note: Child Support performance is calculated on a federal fiscal year. This chart depicts actual performance covering July 1, 2013 through June 30, 2014.

CHILD SUPPORT TOTAL COLLECTIONS FY 2010 thru 2014



and themselves, and assist with adult education services and/or vocational training and college classes. Twenty-seven non-custodial parents were referred to the program since January 2014. Two successfully obtained employment and 12 remain active and participating in the services.

LOCATION SERVICES

Location of the non-custodial parent is imperative to continue the process of getting children the support they deserve. In order to place the non-custodial parent under an enforceable child support order, staff must be able to serve that parent with a notice from the court that his/her children are in need of financial support. The location unit has an array of automated tools provided by the state and federal government to locate the non-custodial parent, their sources of income, and assets. More than 88 percent of the caseload is under a court order to pay child support.

ESTABLISHING PATERNITY

Paternity establishment continues to be a priority. When a legal father is established, the child is assured some basic rights such as social security benefits under the father's award, inheritance rights, and knowledge of medical history of the extended family. The alleged non-custodial parent has the right to a DNA test, an attorney, and a court hearing if paternity is contested. Paternity was established for 100 percent of the children born out-of-wedlock, exceeding the federal paternity goal of 90 percent.

ESTABLISHING SUPPORT ORDERS

Along with paternity, an enforceable court order for child support must also be established. The Federal goal for establishing court orders is 80 percent. Washington County posted over 88 percent for this category. Currently, 5,314 cases are under a court order to pay child support through this office. Child Support First is an initiative which allows us to file for child support immediately in most cases. Expediting the process to establish court orders through conciliatory appointments increases our performance in paternity and court order establishment, and also gets support to families earlier.

ENFORCEMENT AND MODIFICATION

Automatic earning withholding is one of the most useful enforcement tools. Driver's license suspension; tax refund intercept; new hires reporting; business, occupational and professional license suspension; passport denial; and garnishment of bank accounts are also useful enforcement tools that contribute to



the successful collection rate. When other remedies fail, the Child Support Specialist will file contempt of court against the non-custodial parent. We are also utilizing the Non-Custodial Parent Employment Program (NPEP) and Dads' Connection programs to assist our non-custodial parents in gaining employment which enables them to begin making regular payments. Approximately 40 percent of the cases referred to NPEP are now receiving payments by Earnings Withholding Orders.

CUSTOMER SERVICE

Washington County Child Support Office has redirected its telephone calls to a customer service Contact Center. The Contact Center's main function is to provide local child support offices with telephone services and staff to answer initial calls. This helps to alleviate the daily schedules of local workers and provides them appropriate time to work caseloads. Contact Center operators continue to successfully field more than 80 percent of all calls received without the need for local office involvement. Customers with needs that cannot be handled by the Contact Center operator are advised that the local office will be alerted to their need and will respond to them promptly. With the continued cooperation of our community partners, the Washington County Sheriff's Department, the courts, and the legal community, Child Support will continue to lead the state in supporting children and offering customers the best services possible.



Bruce Massey
Assistant Director

Administration

Fiscal Year 2014 Accomplishments

- Conducted a Leadership Development Program awarding certificates of completion to 16 employees.
- Completed 30 successful recruitments.
- Issued 19 press releases, five agency internal newsletters, and quarterly Community Partner newsletters.
- Improved security with additional exterior lighting and expanded access card system to include card readers at stairwell doors and elevators.
- One hundred percent of all invoices were paid on time. Produced 4,320 local checks. Submitted 3,949 invoices to the Comptroller of Maryland for centralized payment. Processed over 95 purchase orders.
- Opened six new bank accounts as a result of a new statewide contract.
- Reduced costs for After Hours Coverage by transferring contractor phone lines to WCDSS.
- Negotiated new procurement contracts for security guards, copiers, and transportation through competitive bidding.
- Obtained new ten year building lease.
- New energy efficient interior lighting with automatic switches was installed throughout the building.
- Installed a new canopy over the rear entrance.
- Installed Phase 1 of Windows 7 on 260 desk top computers.
- Installed 65 dual monitors for Family Investment Staff.



PERSONNEL UNIT

The Personnel Unit was staffed with a Personnel Officer and a Personnel Specialist who provide services to 239 employees. These services include recruitment, employer/employee relations, grievance resolution, disciplinary actions, payroll and leave accounting maintenance, and benefit administration.

The Personnel Unit conducted 30 recruitments during FY'14. One-on-one employee orientation sessions were conducted to assist new employees transition to state employment.

The Personnel Unit continues to utilize new information technology in providing services to the staff and administration of the department. Recruitment for state merit positions was accomplished using the state of Maryland JobAps program. Local positions were recruited using the agency Internet page for postings and email for applications. The employee database and leave accounting system quickly and efficiently provides data and reports required by the Director, staff, and the Maryland Department of Human Resources. Training in the areas of timesheet completion, the new Performance and Evaluation Program (PEP) process, and personnel procedures are provided annually to supervisors and employees. The WCDSS Intranet site continues to be an important link for the Personnel Unit for WCDSS employees as it functions as a source for forms, announcements, and newsletters.

FINANCE UNIT

The Finance Unit provides professional accounting management of fiscal operations, safeguarding assets, and assuring the accountability of funds. Finance staff use the automated statewide *Financial Management Information System* (FMIS) to track and report the agency procurements, budget requests expenditures, and month-end financial reports. The Finance Unit also utilizes the Department of Human Resources' *Automated Fiscal System* (AFS) software to manage agency accounts payable, accounts receivable, payments to clients and service providers, and month-end reports. The Unit focuses on accounting objectives and policies, operating procedures, system controls, and timely and accurate reporting of financial and statistical data to all levels of government.

The staff ensure compliance of fiscal and procurement operations as prescribed in the regulations of State COMAR, the General



Accounting Division Manual, the Department of Human Resources' Fiscal Manual, Circular OMB A-87 for grant guidance, and other related agency, Departmental, local, and state government mandated policies and procedures.

ADMINISTRATIVE SUPPORT and PROCUREMENT UNIT

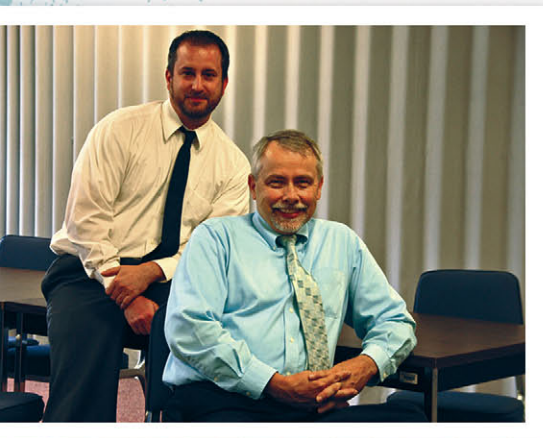
These two units provide internal and external mail services, purchase and issue office supplies for the agency, solicit and award procurement contracts for the agency, and maintains the agency's fleet. WCDSS entered into 42 procurement contracts with vendors through competitive or negotiated contracts in FY'14. Maintenance of our 20 vehicle fleet involves following vehicle maintenance, procuring driver and vehicle gas cards, and processing accident reports. Private vehicle mileage is also tracked.

INFORMATION TECHNOLOGY UNIT (ITU)

The ITU provides IT support for the entire agency and is staffed by three full-time employees. IT staff configure and maintain 355 computers, 49 laptops, 58 network printers, 157 printers, and five servers. General software and hardware service and training are provided to all users. In addition, the Unit provides training for special projects and supports statewide system connectivity for 251 people on the Local Area Network (LAN).

The ITU also monitors all telecommunications. This includes configuring and maintaining the PBX and voice mail system, setting up 186 single-line telephones, 101 DTerm telephones, 80 cell phones, 9 aircards, and user support.

The ITU also supports the Family Center and the Safe Place with hardware and software.





WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES
TOTAL FUNDS EXPENDED, COLLECTED AND DISBURSED

Fiscal Year 2014

		SOURCE OF FUNDS				TOTALS		
		Federal	State	County	Other	FY'14	FY'13	Percent Change
<u>Funds Expended (Net)</u>								
Total Grants & Client Benefits		37,184,043	4,119,750	399,050	293,971	41,996,814	41,547,359	1.1%
Personnel Costs		5,953,905	6,734,855		42,715	12,731,475	12,969,608	-1.8%
Administrative Costs		1,202,538	985,499			2,188,037	2,116,978	3.4%
Total Funds Expended		44,340,486	11,840,104	399,050	336,686	56,916,326	56,633,945	0.5%
<u>Funds Collected & Distributed</u>								
Child Support					15,052,845	15,052,845	15,135,598	- 0.5%
Other		242,269			750,623	992,892	1,135,900	- 12.6%
Total Funds Collected & Distributed		242,269	0	0	15,803,468	16,045,737	16,271,498	- 1.4%
Total Funds Expended, Collected & Distributed		44,582,755	11,840,104	399,050	16,140,154	72,962,063	72,905,443	0.1%

Performance Quality Improvement (PQI)



Fiscal Year 2014 Accomplishments

- The agency was reaccredited by the Council of Accreditation with no findings in any out-of-compliance ratings in any of the fundamental practice standards.
- Adult, Child and Family Services staff exceeded six of eight performance goals.
- Family Investment staff exceeded all performance goals.
- Child Support staff exceeded three of four performance goals.
- Administration staff exceeded all performance goals.
- Conducted Bi-annual Strategic Planning Retreat to update plan.
- Agency staff conducted quarterly meetings with local school, hospital, and child support officials to ensure coordination of services to county residents.
- Child Welfare staff implemented the State's new Risk of Harm regulations which offer voluntary family assessments for specific types of cases.
- Sixteen staff graduated from the agency's Leadership Development Program.
- Diversity Team held two multi-cultural events and furnished diversity speakers at All Staff Meetings.
- Nineteen press releases described agency accomplishments and successes.
- Staff participated in ten community relations events to publicize agency services.
- Agency Executive Staff provided staff with quarterly updated management information and data relevant to their casework at all staff and division meetings.
- To promote community relations, the Communications Management Team continues to distribute a quarterly newsletter, *Partners in Press* to external stakeholders.
- Employees First Committee sponsored five employee morale and team building activities.



- The annual Employee Recognition celebration was held in April, recognizing four community partners and 15 agency staff.
- *Maryland Charities Campaign* collected \$8,350 from employee donations and in-house events.
- Community awareness of child support services was raised through newspaper publications recognizing non-custodial parents that regularly meet their child support obligations for Parent's Day appreciation event.
- An Early Intervention program continues to introduce proactive case management for more reliable payments of child support.

WCDSS SFY'14 Strategic Plan Objectives

GOAL 3 – QUALITY/RESULTS BASED SCORECARD	TARGET/ INDICATOR	Jul'13	Aug'13
Washington County DSS Family Investment			
1. % of FSP Applications pre-reviewed	10%	14%	19%
2. % of FSP redets pre-reviewed	15%	14%	19%
3. Universal Engagement	100%	100%	100%
4. Work Participation Rate	50%	56%	61%
5. Total Job Placements	160	16	31
6. Expedited FS Applications - % processed timely	96%	99.7%	98.9%
7. Regular FS Applications - % processed timely	96%	100%	100%
8. MA-FAC Applications - % processed timely	96%	99.6%	100%
9. TCA Applications - % processed timely	96%	100%	100%
10. MCHP Applications - % processed timely	96%	100%	100%
Washington County DSS ACFS/Child Welfare			
1. # children in out-of-home placements	162	167	156
2. # adoptions per month	7	1	2
3. % children in OOH Family Homes	82% or higher	71%	70%
4. % children in OOH Group Homes	9% or lower	20%	23%
5. Open investigations under 60 days (%)	90%	92%	93%
6. % monthly caseworker visitation	95% or higher	95%	99%
7. % of foster children less than 12 months with two or less placement settings	86% or higher	91%	n/a
8. # children exiting to Guardianship	5%	0%	n/a
Washington County DSS ACFS/Adult Services			
1. % indicated or confirmed adult abuse cases with no recurrence of abuse within 6 months.	100%	100%	100%
2. % of individuals who remain in community during the year.	100%	100%	98.05%
3. % of APS referrals will be responded to within 24 hours for emergencies and within 5 business days for non-emergencies.	95%	100%	100%
Washington County DSS Administration			
1. Expend and report fiscal resources by required dates.	100%	100%	100%
2. All employees will receive a Mid & End of Cycle PEP evaluation.	100%	100%	100%
3. Ensure the access and availability of information systems to meet the business needs within 5 days of hiring, implementation or notification of upgrades.	100%	100%	100%
Washington County DSS Child Support – FFY'13			
	TARGET/ INDICATOR	Oct'12	Nov'12
1. % current support collected (73.99% + .034% monthly = 74.39% - stretch goal)	74.31%*	69.20%	71.28%
2. % cases paying on arrears (34.09% + 3.56% monthly = 76.77% - stretch goal)	74.57%*	29.06%	40.55%
3. % cases with paternity (94.67% + 2.168% monthly = 120.69% - stretch goal)	110.2%*	94.17%	96.12%
4. % cases with support orders (88.98% + .121% monthly = 90.43% - stretch goal)	88.1%*	89.66%	89.44%

Sep'13	Oct'13	Nov'13	Dec'13	Jan'14	Feb'14	Mar'14	Apr'14	May'14	Jun'14
4%	6%	23%	18%	19%	19%	14%	15%	18%	14%
3%	51%	48%	43%	46%	50%	35%	39%	44%	45%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
69%	71%	71%	63%	68%	60%	61%	63%	61%	54%
22	23	10	21	14	10	10	13	14	15
100%	100%	100%	99.6%	99.7%	100%	99.6%	100%	100%	100%
100%	99.7%	100%	100%	99.5%	100%	100%	99.7%	100%	100%
98.9%	100%	99.8%	100%	99.7%	100%	100%	99.7%	99.7%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
98%	99%	99.1%	97.8%	97.7%	100%	100%	100%	100%	100%
148	143	141	139	142	152	154	158	167	176
2	0	3	1	0	1	0	1	0	1
n/a	70%	66%	70%	74%	78%	77%	77%	79%	78%
n/a	20%	23%	21%	16%	13%	13%	13%	11%	13%
92%	93%	85%	91%	93%	93%	92%	93%	92%	93%
97%	99%	98%	96%	97%	100%	99%	99%	97%	99%
n/a	84%	n/a	n/a	83%	n/a	n/a	81%	n/a	n/a
n/a	15	15	15	15	15	16	16	16	17
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
97.63%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Dec'12	Jan'13	Feb'13	Mar'13	Apr'13	May'13	Jun'13	Jul'13	Aug'13	Sep'13
70.59%	71.70%	71.50%	72.70%	72.53%	73.04%	73.32%	73.16%	73.16%	73.39%
46.55%	55.03%	58.30%	66.02%	67.80%	70.11%	71.92%	72.69%	73.82%	74.77%
97.79%	100.16%	101.83%	104.63%	108.58%	111.49%	113.70%	113.70%	117.5%	119.69%
89.60%	89.13%	89.33%	89.73%	90%	89.98%	90.10%	89.98%	90.09%	89.43%

Community Outreach

The staff of the Washington County Department of Social Services (WCDSS) is committed to educating and informing the community regarding varied programs and resources available. In FY'14, WCDSS provided information about the Department's programs and services at the following events:

COMMUNITY EVENTS

- Bester Community Care Events
- Born Learning Event
- Chamber of Commerce Learning Lunch
- Community Safety Night at Hagerstown Suns Game
- Convoy of Hope
- Elder Abuse Conference
- Hagerstown Community College Literacy Summit
- Hagerstown Housing Authority Community Fair at Elgin Station
- Hagerstown Hopes
- Hispanic Festival
- Homeless Resource Day
- Jonathan Street Day of Hope
- Kid's Alive
- Leadership Washington County/Poverty Simulation
- National Night Out
- Red Cross Blood Drive
- Walnut Street Clinic Health Fair
- Department of Rehabilitative Services
- EFSP/FEMA Board
- Food Resources Holiday Food Drive
- Golden Living Center
- Hagerstown Community College
- Hagerstown Housing Family Self-Sufficiency
- Hagerstown Rotary
- Head Start
- John Wesley United Methodist Church
- Kaplan University
- Kinship Care Navigator Program
- Potomac Case Management
- Salvation Army
- Teens Have Choices
- United Way of Washington County
- Voluntary Affidavit Paternity Program (VAPP) with Post Op, Labor and Delivery Room staff at Meritus Medical Center
- Washington County Committee of the Workforce Investment Board
- Washington County Emergency Services
- Washington County Fatality Review Board
- Washington County State's Attorney
- W-House

COMMUNITY OUTREACH

- American Red Cross
- Association of Retarded Citizens
- APPLES
- Big Brothers/Big Sisters
- CASA
- Character Counts
- Commission on Aging
- Community Action Council
- Community Partnership for Families and Children
- Department of Labor, Licensing and Regulation and *The Herald-Mail* Job Fairs





ECONOMIC IMPACT OF THE WASHINGTON COUNTY DEPARTMENT OF SOCIAL SERVICES

Fiscal Year 2014

Direct Payments to Clients

Public Assistance	\$ 5,255,039
Food Supplement Program	\$ 34,780,195
Emergency Grants	\$ 84,817
Subtotal	\$ 40,120,051

Child Support Collections and Distributions **\$ 15,052,845**

Agency Salaries and Administration **\$ 15,408,754**

Former Customers Employed **\$ 739,557 (estimate)**

Grant Funds Obtained by Agency Staff

Family Center (Maryland Family Network, Judy Center, LMB, Community Foundation, Safe & Stable, HCC, Fletcher Foundation, MASSB)	\$ 456,644
Child Advocacy Center (VOCA, CACS)	\$ 83,959
Miscellaneous (Family Connections, Family Center Practice, HUD, HOPWA, MASSB - HIV/AIDS, Adult Services, Generous Jurors)	\$ 184,610
Subtotal	\$ 725,213

Welfare Reform **\$ 415,568**

County Budget **\$ 324,050**

TOTAL **\$ 72,786,038**





Appendices

Commissioners, Board Members & Washington County Legislative Delegation

WASHINGTON COUNTY COMMISSIONERS

Terry L. Baker, *President*
John F. Barr, *Vice-President*
Ruth Anne Callaham
Jeffrey A. Cline
William B. McKinley

WCDSS BOARD MEMBERS

Bonnie Elgin, *Chair*
William Beard, *Vice-Chair*
Evelyn Williams, *Secretary*
Sheryl L. Goree
Robert L. Petties
Gladys Rojas
Norma Sappington
Randy Schultz

EX OFFICIO MEMBER

Terry L. Baker,
County Commissioner

STATE SENATORS

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Leroy.Myers@house.state.md.us

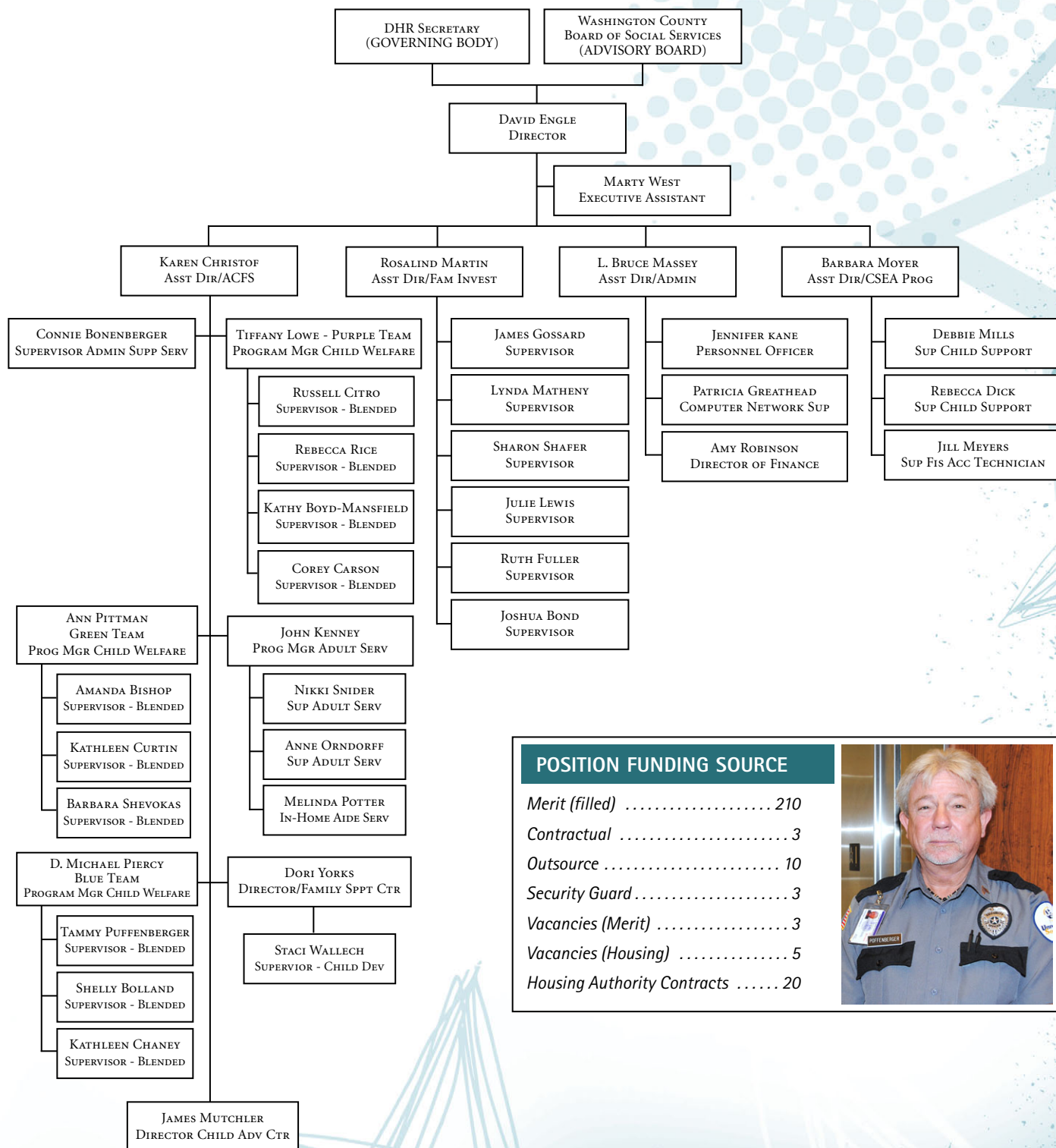
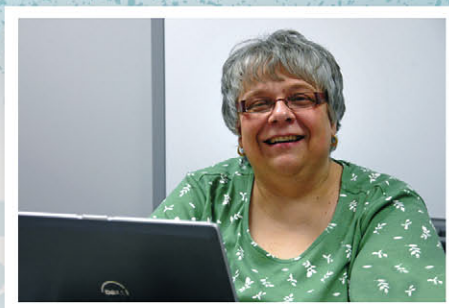
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WCDSS Administrative Staff



POSITION FUNDING SOURCE

Merit (filled)	210
Contractual	3
Outsource	10
Security Guard	3
Vacancies (Merit)	3
Vacancies (Housing)	5
Housing Authority Contracts	20





WCDSS Staff Roster

David Engle, Director
Marty West,
Executive Assistant

ADMINISTRATION

Bruce Massey,
Assistant Director
Joni Spickler,
Administrative Assistant

Personnel
Jennifer Kane,
Personnel Officer

Security
Gary Poffenberger
Wilson Beauparlant
Butch Pryor

Finance Office
Amy Robinson
Sandy Blickenstaff
Kristin McEnroe
Barry Shoemaker
Will Thomas
Deb Wasilius

Computer Specialists
Tricia Greathead
Ronnie Bolyard
Jason Licari

CHILD SUPPORT

Barbara Moyer,
Assistant Director

Attorney
David Pembroke

Enforcement 1
Debbie Mills
Sarah Cutchall
Roni Deike
Anne Goulart
Stephanie Kendall
Kristi Mantz
Sherry Norman
Amanda Rohr-McDowell
Laurie Taylor
Sharall Turner
Alyson Willard

Enforcement 2
Becky Dick
Helen Baker
Khya Funk
Cindy Gilroy
Cory Green
Zachary Green
Cynthia Hauver
Gail Johnston
Marcia Williams
Katy Zeger

Customer Service/Fiscal
Jill Meyers
Diane Eves
Denise Hall
Tracy Knable
Kimberlee Smith
Gerri Zaccaria

FAMILY INVESTMENT
Rosalind Martin,
Assistant Director

Sandy Martin,
Administrative Assistant

Reg. WP Specialist
Ellie Murto

FI Unit
Ruth Fuller
Star Blickenstaff
Sara Brannen
Justin Culbertson
Debbie Neal
Kaitlin Ridenour
Deborah Sheppard
Elizabeth Swope
Mary Taylor
Markisha Underwood

FI Unit
Lynda Matheny
Ginny Albert
Tasha Ashby
Amanda Chapman
Cassandra Cunningham
Susan Fisher
Melody McClure
Anysa Lovett
Michele Scott
Pam Shank

FI Unit
Jimmy Gossard
Cathy Heagy
Jennifer Brown
Angel Brumback
Kathie Duffey
Maria Fairfax
Linette Johnson
Kathy Jordan
Kaylin Smith
Tricia Strite
Shakya Summerville

FI Unit
Joshua Bond
Jill Farkosh
Amy Burger
Christine Lescalleet
Shelly Mederos
Eboni Rollins
Dottie Russ
Korri Sanchez
Marcella Shell
Abby Short

Job Center
Sharon Shafer
Carly McFerren
Kathy Brashears
Patricia Daley
Autumn Diaz
Melissa Hose
Monica Joyner
Brittany Kemp
Michelle Kerr
Dan Moreland
John Rohrer
Megan Simmons

FI Customer Service Unit
Julie Lewis
Dominique Anderson
Jennifer Garth
Nakia Goins
Lindsay Mullenix
Michael Royer
Jessica Runshaw
Brieanna Scheer
Dee Vaughn

Fraud Investigator
Dan Moore

ACFS DIVISION

Karen Christof,
Assistant Director
Connie Bonenberger,
Administrative Assistant

Secretaries
Sherie Nigh
Patricia Funk
Patricia Rhodes

IV-E Specialist Statewide
Bob McEnroe

Adult Protective Services
John Kenney
Leo Brassard
Erin Carter
Sheri Lehman
Rob Slone

Adult Services
Nikki Snider
Trish Briscoe
Susie Butts
Hector Gomez
Wende Huang
Jessica Moreland
Paula Price
Carol Suker
Alana Taber

Adult Services
Anne Orndorff
B.J. Dunn
Kay Higgins
Bobbie Langeland
Susan Martz
Bruce McCarthy
Elizabeth Saxon

Personal Care Nurse/IHAS
Melinda Potter
Cheryl Goshorn
Diana Green
Terri Jones
Susie Keckler
Sherry Moats
Pam Pohl

Green Team
Ann Pittman
Joseph Cass

Green Team
Barb Shevokas
Linda Bell-Cardwell
Georgi Kauffman
Jennifer McCullough
Wendy Puglisi
Jesse Robins
Emily Wills

Green Team
Amanda Burdich
Jennifer Canby
Nancy Hopkins
Ricki Hummel
Cali Kazmarek
Danielle McGowan
Insley Schaden

Green Team
Kathleen Curtin
Morgan Chiti
Tara Daniels
Kristina Hoffman
Shannon Pope
Karen Winfrey

Purple Team
Tiffany Lowe
Melissa Doyle
Anne Marie Parker
Eddie Van Metre

Purple Team
Russell Citro
Tammie Campher
Mark Conrad
Rhonda Hall
Beth Hawbaker
Christina McCauley
Stephanie Paul

Purple Team
Corey Carson
Kimberly Cochran
Karen Doub
Georgette Hughes
Suzanne Hult
Linda LaRocca
Robin Stoops
Ligia Teodorovici
Stephen Pittman

Purple Team
Becky Rice
Julia Jensen
Julie Kreit
Denise Marshall
Loretta McGee
Sandy Snyder
Megan Turner
Tina Wolfensberger

Purple Team at Family Center
Kathy Boyd-Mansfield
Anthony Bostic
Alan Clingan
Crystal Davis
Kim Dudley
April Faith
Karen Long
Jamie Mathewson
Tracy Nelson
Katie Russell
Lynn Snyder

Blue Team
Mike Piercy
Pam Martin
Tiffany Reiff
Kevin Buckley

Blue Team
Kathleen Chaney
Mary Jo Barnhart
Bonnie Hollyoak
Jenel Keller
Teresa Nutter
Mollie Widdowson
Courtney Yocum

Blue Team
Shelly Bolland
Shannon Bennett
Megan Jordan
Carrie Moss
Michelle Wickless
Elizabeth Wilson
Kelly Williams

Blue Team at Safe Place
Tammy Puffenberger
Kim Farmer
Michelle Goodrich
Alison Lillis
Jessica Martin
Brianna Jamison
Tracy Soffe
Nichole Putman

CPS Appeals Attorney
Tiffany Reiff

Regional Appeals Coord.
Pam Martin

Child Advocacy Center
Mooch Mutchler

Family Support Center
Dori Yorks
Destiny Duff
Rhonda Forrest
Trisha Hovermale
Kelly Kemp
Elizabeth Scallion

Sunshine Center
Shana Matthews
Georgette Hughes

Legal Counsel
Travis Poole
Kimberly Sandeen



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*Washington County Department of Social Services is a field office of the Maryland Department of Human Resources
Martin O'Malley, Governor / Anthony G. Brown, Lt. Governor / Theodore Dallas, Secretary*